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Evaluation

Management response to the evaluation of UNDP contribution to disaster prevention and recovery

Context, background and findings

1. Recent decades have been marked by escalating financial and human costs of disasters. Economic losses from disasters grew from an estimated $75.5 billion in the 1960s to $659.9 billion in the 1990s and $960 billion by 2009. The nearly 4,000 recorded disasters from 2000 to 2009 killed more than 780,000 people and affected the lives of more than 2 billion people. Climate change is increasingly affecting the frequency of these disasters and their intensity. Climate variability and change combined with growing societal exposure to hazards as the result of population increases and economic growth are driving a rapid overall increase in global disaster risk. In high-risk contexts where disaster risks are insufficiently addressed, recurrent and large-scale disasters such as those recently experienced in Pakistan, Haiti and Myanmar result in significant setbacks to the achievement of the Millennium Development Goals.

UNDP and disaster prevention and recovery

2. UNDP is mandated by United Nations General Assembly resolution 52/12B to conduct operational activities for natural disaster mitigation, prevention and preparedness. By transferring this responsibility to UNDP from the Emergency Relief Coordinator (the head of Office for the Coordination of Humanitarian Affairs), the General Assembly recognized that the root causes of disasters can best be addressed through development processes that reduce disaster risks and their impacts. Following a humanitarian review by the Inter-Agency Standing Committee (IASC) in 2005, UNDP has led the Cluster Working Group on Early Recovery (CWGER), which is made up of 19 United Nations and non-United Nations members from the humanitarian and development communities. UNDP assists countries affected by disasters to quickly restore the conditions for development —

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essential services, community infrastructure, livelihoods and governance capacity — through CWGER coordination and its own programmes. UNDP also works with high-risk countries to build recovery capacity before disasters occur. UNDP's lead roles in early recovery and CWGER coordination define its relationship to the humanitarian community and uniquely position UNDP to link early recovery with its long-term disaster recovery programmes. UNDP's disaster prevention programmes frequently evolve from ongoing post-disaster recovery work.

3. Through more than a decade of work in disaster risk reduction (DRR), UNDP has been able to define its niche areas of comparative advantage in an increasingly crowded field. UNDP is present on the ground in 166 countries and employs some 200 full-time disaster risk reduction practitioners. They cover all regions and pay special attention to the 60 highest risk countries. UNDP has earned credibility with, and enjoys the trust of, governments as well as civil society partners, and has developed capacity in specific technical and thematic areas that are critical for building effective national DRR capacity. These areas include gender, disaster recovery, governance, risk identification, climate risk management, urban risk management and DRR capacity development. A key UNDP role is helping governments and civil society acquire the capacities in these areas necessary for managing disasters and disaster risks before, during and after disasters. As regards gender equality, UNDP's policy of allocating a minimum of 15 per cent of all of its disaster recovery support to addressing women's empowerment issues has helped to focus attention on gender-equality issues in all of its post-crisis recovery work. In the area of climate-change adaptation, UNDP works with governments to develop capacity for managing risks to development associated with both climate variability and change. Immediate risks posed by drought, floods and cyclones are often addressed separately from risks posed by climate changes over the long term. UNDP assists countries to address these short- and long-term risks in an integrated way.

4. UNDP has positioned itself within a partnership network for DRR that includes organizations of the United Nations Development Group, international finance institutions, the Office for the Coordination of Humanitarian Affairs, and the Inter-Agency Standing Committee consortium. The last of these links UNDP's development and recovery work with that of the humanitarian community. By drawing on the capacities and assets of the partnership network, including through a well-developed roster of experts, UNDP has positioned itself as a key member of the International Strategy for Disaster Reduction (ISDR) system. UNDP plays leadership roles in specific technical areas in line with the priorities of the Hyogo Framework for Action, and it plays a central role in helping governments operationalize the Framework at the country level. UNDP actively coordinates with other major United Nations and non-United Nations international organizations that provide country-level support for disaster risk reduction. It has defined specific areas of cooperation with these partners thanks to the advocacy and facilitation support of the International Strategy for Disaster Reduction Secretariat. To date, this coordination has been manifested in large-scale multi-stakeholder disaster reduction programmes in high-risk countries, joint thematic programme coordination through ISDR mechanisms such as the International Recovery Platform, Global Risk Identification Programme and Capacity for Disaster Reduction Initiative, and through post-disaster assessment and recovery cooperation following post-crisis cooperation agreements signed with the European Commission and the World Bank.

5. The UNDP Strategic Plan 2008-2013 identifies disaster risk reduction as an important factor for achieving the Millennium Development Goals, noting that

disasters disproportionally affect the poorest segments of population. Similarly, strong and explicit linkages are already being made between disaster risk reduction and climate-change adaptation. Accordingly, UNDP has increasingly begun working in a cross-practice fashion, for example by integrating its work on disaster reduction with climate-change adaptation in ongoing programmes in Africa, Asia and Latin America, and fully recognizes that reducing hazard vulnerability is central to achieving the Millennium Development Goals.

6. UNDP has also recently scaled up its presence at the regional level. Eight disaster risk reduction advisors and specialists now serve in the UNDP regional service centres that cover the five regions where UNDP operates. Such strategic positioning has helped UNDP to provide focused technical assistance to develop governments' capacities, foster opportunities for South-South cooperation and create opportunities for integrated development programmes incorporating disaster risk management. In Asia, UNDP support enabled some 20 countries to develop institutional structures and capacities, as well as legislation and policies for ex-ante disaster risk management. Governments of countries affected by the 2004 Indian Ocean tsunami have expressed strong appreciation for UNDP's support for their post-disaster recovery efforts. As with other post-disaster recovery situations, following the January 2010 earthquake in Haiti, UNDP employed approximately 200,000 workers by the end of October 2010 — more than 40 per cent of them women — through cash-for-work schemes. Workers undertook labour-intensive tasks such as removing and disposing of light debris and garbage found in the streets, and cleaning drainage systems and canals that were used as water evacuation routes. Cash-for-work initiatives also included preparation activities for the hurricane season (for example, cleaning of irrigation channels, feeder and access roads) and watershed management activities that should have a positive impact on agricultural productivity. In Haiti, UNDP also assisted the Government, with the support of the international community, to complete a comprehensive post-disaster needs assessment that provided a national vision for earthquake recovery.

Findings of the evaluation

7. Based on country-level evaluation analysis, the report found that UNDP played a key role in the formulation process of DRR policy in 18 countries, while in 11 countries UNDP contributed to creating an enabling environment for implementing DRR policy . The evaluation noted that UNDP has been effective with regard to sector-specific support, particularly when establishing disaster-management institutions and policies or pilot interventions in the area of disaster preparedness.

8. The crucial significance of UNDP's long-term support for improved national disaster prevention capacities is borne out by two examples. In 2000, Mozambique was battered by cyclone-related flooding which left 800 dead, half a million homeless, and disrupted the livelihoods of more than 1 million Mozambicans. In total, more than 4.5 million people were affected. The destruction of 2000 stands in stark contrast to that of 2007, when Mozambique was again hard hit by floods. In 2007, 29 lives were lost and about 70,000 people were displaced. In 2009, Mozambique became a regional leader in disaster preparedness. A similar picture has emerged in Bangladesh. In April 1991, the country was hit by one of the deadliest cyclones on record; an estimated 140,000 people lost their lives and as many as 10 million lost their homes. In contrast, when cyclone Sidr hit in 2007, the numbers were two orders of magnitude lower, with an estimated 4,000 deaths among

9 million people affected. These two countries, and others that have acquired equally relevant experience and expertise, are now in a position to share their experiences with other disaster-vulnerable countries through South-South cooperation initiatives, which UNDP can help to facilitate.

9. The evaluation documents how from 2004 to 2009 UNDP devoted more than $866 million to disaster risk reduction and recovery programmes in 121 countries, with DRR accounting for 4 per cent of UNDP's total programme expenditures. UNDP's programme expenditures on DRR more than tripled during this period, from $53 million in 2004 to $186 million in 2009. Total UNDP DRR-related programme expenditures disaggregate into resources managed by the UNDP Bureau for Crisis Prevention and Recovery (BCPR) — $176 million, 20 per cent of the total — and non-BCPR-managed resources, which were $690 million, 80 per cent of the total. BCPR-managed resources further disaggregate into UNDP core budget and donor resources channeled into the BCPR Thematic Trust Fund (69 per cent of the BCPR-managed total). The level of BCPR-managed funding remained fairly constant from 2004 to 2009 apart from its doubling in 2005 because of the Indian Ocean tsunami. The $690 million in expenditures of non-BCPR-managed resources comes from three sources: UNDP core funds managed by country offices; bilateral donor contributions to UNDP DRR programmes at the country level; and contributions from host governments. In response to rapidly increasing demand from programme countries, UNDP has been allocating an increasing amount of financial resources to DRR. At a time of international economic crisis, this is a significant commitment by the organization. As the evaluation highlights, DRR has become a UNDP-wide priority, and through more than a decade of work in this field UNDP has helped more than 50 countries adopt institutional, legislative and policy frameworks and build capacities for reducing disaster risks. The evaluation also notes that in addition to its national-level work, UNDP has implemented disaster preparedness and risk-reduction initiatives at the local level in more than 20 countries. This work makes up 54 per cent of UNDP's entire intervention in the area of DRR.

10. The evaluation recognizes the highly flexible support UNDP provided in responding to all large-scale disasters as well as to recurrent disasters in more than 30 countries. Additionally, it notes that, since the introduction of the humanitarian cluster approach in 2005, UNDP coordinated the early recovery cluster in seven rapid-onset disasters and managed to continue coordination beyond the emergency phase.

11. As recognized by the evaluation report, UNDP-led rapid employment generation programmes in the aftermath of large-scale disasters represent one of several effective response options available in the early phase of recovery to generate quick wins for affected populations. These livelihood development activities complement humanitarian interventions and accelerate the phasing out of relief activities. Cash-for-work interventions also have the advantage that they can be integrated into more comprehensive safety-net programmes and linked to wider social-protection schemes. As such, UNDP will continue to design and implement these programmes at the country level as part of wider and comprehensive development approaches aimed at forging more integrated links with other UNDP practice areas, namely governance, poverty and environment. This will ensure that the early recovery of affected populations, through activities such as cash-for-work, is more effectively linked to sustained recovery priorities at local and national levels, and strengthens national disaster risk reduction and recovery institutions.

UNDP will also continue to work closely with the International Labour Organization to lead the implementation of the United Nations policy on employment, income generation and reintegration. This initiative includes immediate relief and long-term recovery.

12. One way in which UNDP will contribute to the resilience of countries is by designing improved frameworks that better link short-term recovery priorities with long-term development goals. The structure of international donor funding for recovery from disasters is, however, another critical issue that needs to be addressed. Despite UNDP's leadership in the global CWGER and the implementation of its early recovery policy, repeated experience with flash and emergency appeals shows that early recovery activities, which restore access to critical services and allow disaster-affected populations to contribute actively to the recovery process, regularly receive the least funding. There are a number of explanations for this gap, including the fact that donor funding is separated into two structures — one that manages humanitarian funding and another that manages funds for development assistance. As part of its contribution to global discussions on transition financing and financing for early recovery, UNDP is working closely with a working group which has been organized by the International Network on Conflict and Fragility. The Network is a subsidiary body of the Development Assistance Committee of the Organisation for Economic Co-operation and Development, and its working group is scheduled to put forth proposals on transition financing by 2011. Over the longer term, countries experiencing major disasters report that, despite the existence of a comprehensive, evidence-based recovery vision and framework based on a post-disaster needs assessment, funding for recovery programmes continues to be insufficient.

13. The findings of the evaluation converge on three key priorities:

(a) promoting a more integrated approach to disaster risk reduction in development programming, most importantly in programme planning and implementation;

(b) fostering national ownership of disaster risk reduction strategies by playing a stronger role in national and international partnerships and by leveraging the good results achieved with programmes at local and community levels; and

(c) linking UNDP's successful short-term and micro-level recovery activities in the aftermath of a disaster with sustainable recovery planning to ensure that they better promote long-term risk reduction and development.

Management response to the evaluation

14. UNDP has taken note of the conclusions of this timely evaluation. The findings provide additional important inputs for strengthening UNDP's current efforts in disaster risk reduction and recovery programmes amid the ongoing reorganization of its Bureau for Crisis Prevention and Recovery (BCPR). Further, UNDP also acknowledges the need to build on current corporate momentum to ensure that gender considerations are integrated into national disaster risk reduction and recovery policies and programmes.

15. In addition to the findings of the evaluation, UNDP will continue, with its partners, to build on its decades of experience in disaster risk reduction and recovery so as to add to the body of disaster risk reduction and recovery-related knowledge

and tools. Major UNDP disaster risk reduction and recovery knowledge products to date include the 2004 global report "Reducing Disaster Risk: A Challenge for Development"; the 2007/8 Human Development Report on combating climate change, which included a review of climate-disaster relationships and adaptation strategies; a review of UNDP support for disaster risk reduction and recovery-related institutional and legislative systems; and a major contribution to the 2009 Global Assessment Report on Disaster Risk Reduction. Forthcoming knowledge products aimed at strengthening country support will be focusing on the conflict-disaster interface, post-disaster needs assessments guidelines and a disaster risk reduction and recovery programming guide. UNDP will continue to support access to disaster risk reduction and recovery-related knowledge by partners from governments, civil society and other international organizations. In addition, UNDP will seek new partnerships with the private sector and build on long-standing partnerships with countries that have built national capacities in this sector and are capable of supporting other vulnerable countries in the area of disaster risk reduction through UNDP-facilitated South-South cooperation initiatives.

16. Furthermore, UNDP will continue to enhance integrated programming at the national level through the common country assessment (CCA), the United Nations Development Assistance Framework (UNDAF) and the country programme document, as well as through disaster reduction and recovery programme coordination with its partners. UNDP is particularly cognizant of the crucial role it needs to play in partnership with national governments to respond swiftly to the challenges posed by climate-change adaptation and disaster risk reduction and recovery, particularly for those countries that experienced an increase in the frequency of disasters in the recent decades. UNDP will also be in a position to support sustainable post-disaster recovery processes that effectively integrate rapid and early actions in the aftermath of disasters, as well as strategic support for recovery planning and pre-crisis preparedness. All these actions will contribute to the implementation of the five priorities set out in the Hyogo Framework for Action. According to the findings of the 2009 Global Assessment Report on Disaster Risk Reduction, priority 4 of the Hyogo Framework for Action is still lagging behind in many countries.

17. Key actions identified below are expected to lead to improvements in UNDP disaster risk reduction and recovery work at the country level. UNDP will formulate a disaster risk reduction and recovery strategy to promote country-level disaster risk reduction and recovery preparedness according to assessed level of hazard risk, policy and institutional alignment, risk management capacity, appropriate disaster risk reduction and recovery measures and integrated programmes and metrics through dialogue with governments. The strategy will include measures to enable high-risk countries to better prepare for and recover from disasters when they occur. UNDP will plan its work region-by-region and cross-practice to align its country support efforts with the strategy. Country-based analyses of climate risk management capacity will be used to further integrate UNDP's work on disaster reduction and climate-change adaptation as is already being done in some countries. Regional cross-practice meetings that bring together country-based practitioners will be continued to strengthen cross-practice work at the country level. Special attention will be paid to building pre-disaster recovery capacity in high-risk countries so that disasters become opportunities for reducing future risks of disasters and resuming progress towards achievement of the development goals. UNDP will also improve its effectiveness in recovery coordination at the national level and will develop

signature products/approaches on recovery. These are expected to focus on: (a) the restoration of key governance functions, including at the local level; (b) the restoration of livelihoods, with a particular focus on rapid employment generation; and (c) the integration of measures to reduce risks of future disasters into the recovery process, with a special focus on women's participation and empowerment. These approaches will aim at linking short-term recovery interventions to medium and long-term development. UNDP will continue to review and improve its operational procedures for crisis responses (fast-track procedures) to ensure that country offices respond with maximum efficiency to meet post-disaster support needs.

18. The annex identifies results-oriented actions in response to the recommendations of the evaluation report.

Annex
Key recommendations and management response

Evaluation recommendation 1. UNDP should clarify that its principal area of focus in disaster prevention and recovery efforts is to assist countries on development dimensions, especially risk reduction and vulnerability.

Addressing social and economic vulnerability requires a more comprehensive programming approach, including joint efforts with poverty reduction, sustainable development and governance programmes. UNDP should provide an operational framework for addressing disaster risk reduction as a cross-cutting issue in development programming.

Support to prevent or mitigate slow-onset disasters entails a different approach and alternative strategies. It will require closer coordination with poverty reduction and environment programmes and new partnerships with different government agencies and other stakeholders.

Management response: UNDP already recognizes the critical importance of reducing risk and vulnerability for achieving development outcomes, the Millennium Development Goals, and implementing priority 4 of the Hyogo Framework for Action. UNDP's leadership in the global Cluster Working Group on Early Recovery together with the implementation of its early recovery policy, have already significantly promoted the development dimensions of post-disaster recovery, and the need to "build back better" to reduce risk and vulnerability to future natural hazards.

UNDP intends to further build on its efforts to strengthen the country-level linkages between disaster prevention, recovery efforts and integrated development programming by taking the following actions:

a) Establish a policy and operational framework for addressing DRR as a critical issue in global, regional and country office development programming with a view to:

   i. Establishing a technical support capacity to assist countries strengthen the linkages among disaster risk reduction, recovery and poverty reduction, environment/climate-change adaptation, governance and capacity development. Addressing the issue of climate-related risks, particularly those associated with droughts and floods, will be a priority. Within this approach, UNDP assistance will place special emphasis on helping the least developed countries (LDCs) develop long-term national capacities.

   ii. Supporting high-risk, disaster-prone countries, using a categorization based on assessed disaster risk levels and disaster risk reduction and recovery capacities.

b) Formulate a partnerships strategy to foster increased South-South cooperation and increase partnerships with the private sector based on best practices and expertise at the country, sub-regional and regional levels. Partnerships will also be sought with other United Nations entities, international financial institutions, technical and academic institutions and civil society organizations that are already assisting countries in the area of disaster prevention and recovery.

c) Establish a methodology for estimating the extent to which disaster losses have affected human development and the costs of restoring conditions needed for achieving the Millennium Development Goals through post-disaster needs assessments (PDNAs).

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 UNDP-wide policy and operational framework formulated and adopted for promoting country-level disaster risk reduction and recovery preparedness according to assessed level of hazard risk, climate risk, policy and institutional alignment, risk management capacity, appropriate disaster risk reduction and recovery measures and integrated programmes and metrics through dialogue with governments (see also action 4.1 under management response to recommendation 4).	July 2012	BCPR leads in collaboration with regional bureaux, Bureau for Development Policy (BDP), and country offices		
1.2 Technical support capacity established to assist high-risk, disaster-prone countries, and initial priority countries are identified.	December 2011	BCPR and BDP co-lead in collaboration with regional bureaux, regional service centres (RSCs), country offices and Private Sector Division (PSD)		
1.3 DRR to be mainstreamed into new UNDAFs in high-risk countries based on country demand.	Starting January 2011	regional bureaux, country offices with BCPR support		
1.4 A partnerships strategy will be formulated for South-South cooperation and partnerships with the private sector will be encouraged based on best practices and expertise at country, sub-regional and regional levels.	December 2012	BCPR and BDP lead in collaboration with regional bureaux, RSCs, and Partnerships Bureau (PB)		
1.5 Strategy to mainstream disaster prevention for achieving the Millennium Development Goals, including financial implications of assisting disaster-prone, high-risk countries, to be presented to the Executive Board as an input to the formulation of the 2014 UNDP Strategic Plan.	July 2012	BCPR leads BDP (Poverty Practice, and Energy and Environment groups) in collaboration with PB, regional bureaux, RSCs and Executive Board		
1.6 A methodology for costing and estimation of impact of disasters on Millennium Development Goals is established and implemented in five high-risk countries through post-disaster needs assessment and recovery frameworks. The methodology will be adopted for Millennium Development Goal monitoring and in Millennium Development Goal national and sub-national reports in those countries.	December 2011 (currently piloted in post-disaster assessment for Pakistan)	BCPR leads BDP (Poverty Practice, Energy and Environment groups) and regional bureaux		

Evaluation recommendation 2. A stronger commitment is needed to implement UNDP's corporate gender policies and further gender equality in crisis programming.

UNDP should continue the mandatory allocation of funds and improve capacities for systematic application of gender policies in programme planning and implementation. The regional bureaux should play a more active role in implementing the Eight Point Agenda and allocating funds.

UNDP should enhance its contribution to policy discussions and debates on gender and public resource allocations at the national level. More systematic support is required for gender-sensitive risk and vulnerability assessments and inclusion of the gender dimension in the national poverty reduction and disaster risk reduction policies.

Management response: UNDP's Bureau for Crisis Prevention and Recovery (BCPR) has led the allocation of funding for gender and women's empowerment by ensuring that all new initiatives funded from Target for Resource Assignments from the Core (TRAC) 1.1.3 and the Crisis Prevention and Recovery Thematic Trust Fund have at least 15 per cent allocated for women's empowerment related issues. UNDP will advocate for all bureaux to follow this same approach along with adequate monitoring. As such, UNDP will improve capacities for the systematic application of gender policies in disaster risk reduction and recovery-related programme planning and implementation. At all levels, both policy and programming will pay increased attention to distinct socio-economic vulnerabilities and to the capacities of men and women for effective disaster risk reduction and recovery.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
2.1 Guidelines for addressing gender in PDNAs and post-disaster recovery programmes are finalized.	December 2011	BCPR leads in collaboration with Gender Team		
2.2 Guidelines for addressing gender in the formulation of UNDP disaster risk reduction and recovery programmes are finalized.	December 2011	BCPR leads in collaboration with Gender Team		
2.3 A minimum of 15 per cent of disaster risk reduction and recovery-related budgets in all UNDP-funded programmes is allocated to women's empowerment issues. Accountability mechanisms for the achievement of gender-related results are in place. BCPR will also advocate this allocation in all programmes implemented jointly with BDP, as is currently the case with all BCPR-funded programmes.	December 2012	BCPR leads in collaboration with regional bureaux, BDP, RSCs and country offices		

Evaluation recommendation 3. The UNDP DRR strategy should be revised to more directly address adaptation to climate change.

UNDP should have a unified strategy at the country level to support government efforts in integrating climate change into disaster risk reduction policy. UNDP should leverage its strength in both areas to increase access to available funds.

Management response: UNDP is fully cognizant of the link between disaster risk management and climate change. However, UNDP now recognizes the need to undertake a comprehensive approach and the adoption of a strategy for managing the integration of disaster risk management and climate-change adaptation which covers policy development and programme implementation aspects such as country support, resource mobilization and funding strategies. The strategy will emphasize, in particular, the specific capacity needs of the LDCs. Best practices from UNDP country programmes

and from related ongoing BCPR/BDP initiatives will guide the strategy with an emphasis on creating opportunities for South-South cooperation.				
Key action(s)	**Time frame**	**Responsible unit(s)**	**Tracking**	
			Comments	**Status**
3.1 Development of a country-focused strategy on disaster risk management and climate change adaptation.	June 2011	BCPR Disaster Risk Reduction and Recovery Team (DRT) and BDP Energy and Environment Group (EEG) lead, regional bureaux and RSCs		
3.2 DRR and climate-change adaptation integrated into common country assessments and UNDAFs and into joint training in all new UNDAF preparation processes.	December 2011	BCPR (DRT) and BDP (EEG) lead in collaboration with regional bureaux, country offices and DOCO		
3.3 Climate risk management capacity development needs have been identified in the most disaster-prone countries as a basis for the design of comprehensive national climate risk management programmes. Upon request from governments, UNDP stands ready to support the design of such programmes in up to 20 countries over the next 12 months.	December 2011	BCPR (DRT) and BDP (EEG), regional bureaux and country offices		

Evaluation recommendation 4. UNDP should minimize micro-level, short-term recovery activities that do not contribute to strengthening national capacities, policies or practice. UNDP support should be oriented towards strengthening national capacities for disaster risk reduction and sustainable long-term recovery.

During the early recovery phase, UNDP should facilitate coordination of activities and support longer term capacity building. This should emphasize strengthening of governance mechanisms to integrate disaster risk reduction into development planning. During early recovery cluster coordination, efforts should go beyond short-term interventions to better engage development stakeholders and enhance national ownership.

Management response: While recognizing that micro-level short-term recovery activities on their own may not be effective in building national disaster risk reduction and recovery capacity, UNDP would also like to re-emphasize the importance of continuing and scaling up early recovery actions to generate quick wins that are highly relevant for stabilization and mitigating the urgent recovery needs of affected populations, for instance, restoration of core governance functions at national and local levels and protection and promotion of livelihoods with a special focus on women. Such approaches also hasten the phase-out from humanitarian relief and lay the foundations for long-term recovery in line with UNDP's leadership of the early recovery cluster.

UNDP will ensure that a full recovery approach linking short-term recovery activities to sustained recovery priorities at local and national levels is adopted, promoting full recovery of livelihood systems, reducing vulnerability to natural hazards and ensuring resilience. As part of an overall strategy for DRR, UNDP will develop a disaster recovery strategy for both pre- and post-disaster initiative which includes early recovery activities,

strengthened incorporation of DRR in disaster recovery, and the sustained engagement of affected populations and key national institutions. The important role of the private sector as one of the main driving forces of sustainable recovery will also be included in the strategy.

Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
4.1 A Disaster recovery strategy for UNDP is finalized as part of an overall UNDP strategy on disaster risk reduction and recovery (see action 1.1 under management response to recommendation 1). The recovery strategy will emphasize UNDP's signature recovery products that link short-term post-disaster recovery to medium and long-term development, with a particular focus on women's participation and empowerment (for example, restoration of core government functions at national and local levels, protection and promotion of livelihoods including through rapid employment generation, and reduction of disaster risks during recovery).	December 2011	BCPR lead in collaboration with regional bureaux, BDP (EEG, Democratic Governance Group, Poverty Group, Capacity Development Group) and PSD		
4.2 A programme of comprehensive recovery preparedness addressing all aspects of post-disaster recovery and resilience is developed and rolled out in 15 high-risk countries over five years.	December 2015	BCPR lead, BDP (DGG, Poverty Group, EEG), Capacity Development Group, PSD in consultation with regional bureaux and country offices		
4.3 UNDP, in cooperation with the Office for the Coordination of Humanitarian Affairs (OCHA) and other Inter-Agency Standing Committee members, provide country offices with a comprehensive, coordinated package of preparedness support in five initial countries on the basis of country demand.	June 2011	BCPR in consultation with OCHA, Development Operations Coordination Office (DOCO) and IASC working group on preparedness along with country offices		

Evaluation recommendation 5. UNDP should improve administrative procedures that constrain effective programming in natural disasters.

Administrative and programming procedures should not only ensure accountability but also facilitate country offices to respond faster with well-planned interventions. UNDP should continue to refine its administrative procedures to enable faster procurement, staff recruitment and flexibility in funding during crises.

Management response: The recently rolled-out UNDP fast-track provisions are continually reviewed for effectiveness in accelerating and improving

the efficiency of UNDP support to crisis response in countries where they are currently being applied. These reviews will feed into further revisions of the provisions in 2011 to increase their flexibility and efficiency. In 2011, the organization will invest in increasing country-level, regional and Headquarters knowledge of and preparedness for effectively using the fast-track provisions in crisis response. Significant barriers have been experienced when attempting to formalize partnerships with specialized organizations working in the area of disaster risk reduction and recovery because of the lack of appropriate partnerships mechanisms. More flexible mechanisms that allow UNDP to engage in joint activities with non-United Nations partners towards the achievement of shared objectives are needed. Specifically, UNDP will explore the establishment or expansion of mechanisms for partnerships in which each partner contributes financial or other resources and in which the criteria for establishing partnerships are not limited to cost considerations but rather to the overall value of the partnerships in relation to the achievement of priority results.				
Key action(s)	**Time frame**	**Responsible unit(s)**	**Tracking**	
			Comments	**Status**
5.1 Fast-track procedures for crisis response reviewed and operationalization plan developed and made available to country offices.	June 2011	BCPR and Bureau of Management (BOM) lead in collaboration with regional bureaux and country offices		
5.2 Country offices have access to new mechanisms to facilitate partnerships requirements for disaster risk reduction and recovery.	June 2011	BCPR and the PB lead in collaboration with BOM and BDP and country offices		

* Status of implementation is tracked electronically in the Evaluation Resource Centre (ERC) database.